

were asked to respond to the question from the perspective of a trustee, beneficiary and staff member. We identified four broad themes across the feedback being:

1. responses that were focused on a future state that participants would like the trust to reach
2. areas of strategic focus that will require the trust to change
3. administrative activities or improvements to some of the existing functions of the trust
4. possible amendments to the draft trust deed

The feedback is provided below grouped under those four themes.

| 1. Future state  | 2. Strategic direction   |
|--|--|
| <p>In three years' time people wanted the trust to have made progress toward the following aspirational future state:</p> <ul style="list-style-type: none"> <li>▶ Being the best at what we do</li> <li>▶ Being the market leaders in tourism</li> <li>▶ Being valued by the whānau</li> <li>▶ "I belong to a trust that is awesome that provides benefits and understands my needs"</li> <li>▶ Greater communication with stakeholders - achieving everything that has been set out</li> <li>▶ That the trust has communicated and acknowledged our beneficiary connections</li> <li>▶ Whakapapa connections to the whenua are made</li> <li>▶ Filling the void between transition points that are created between school - employment - and moving to towns</li> <li>▶ Trust provides direction into other industries and businesses (filling the void between transition point)</li> <li>▶ We have a clear strategy on how to take over the caves earlier</li> </ul> | <ul style="list-style-type: none"> <li>a) <i>Cultural and historical identity:</i> <ul style="list-style-type: none"> <li>▶ Acknowledge and remember our tupuna -</li> <li>▶ Retain hapu cultural knowledge - use what as part of caves experience</li> <li>▶ Te Marau a Iwi - Iwi educational curriculum tactical approach)</li> </ul> </li> <li>b) <i>Commercial growth:</i> <ul style="list-style-type: none"> <li>▶ Take over the caves sooner and have an Iwi</li> <li>▶ Heavy reliance on tourism sector - does the trust move into other sectors, and over what timeframe</li> <li>▶ Lease expires in 12 years. Do we go at it all around identifying partners and initiate</li> <li>▶ Asset growth should remain relative to beneficiaries</li> </ul> </li> <li>c) <i>Social and economic wellbeing:</i> <ul style="list-style-type: none"> <li>▶ Align Education grants to the gaps within the trust</li> <li>▶ Get our whānau interested for new business secondments into THL, Ngai Tahu tourism,</li> <li>▶ Develop our people and grow potential staff</li> <li>▶ Employment creation and influencing other sectors through partnership with Ngai Tahu tourism</li> <li>▶ Set up outcomes framework to measure our success</li> <li>▶ How do we embrace people outside of Wai Pounamu</li> <li>▶ How do we bring together the 4 whānau trusts</li> </ul> </li> <li>d) <i>Staffing</i> <ul style="list-style-type: none"> <li>▶ Fit for purpose - use a contracting model v employees</li> </ul> </li> <li>e) <i>Environmental and operational impacts:</i> <ul style="list-style-type: none"> <li>▶ Environmental riparian e.g. protection and</li> <li>▶ Environmental controls for Caves</li> </ul> </li> <li>f) <i>Greater Rangatahi involvement</i> <ul style="list-style-type: none"> <li>▶ Rangatahi Committee and Rangatahi Forum</li> </ul> </li> </ul> |

- ▶ Provide greater transparency around decision making

**b) Distributions to be made available:**

- ▶ Kaumatua Grants
- ▶ Marae Development Grants
- ▶ Education Grants: looking across all age groups from Kohanga – primary – intermediate – secondary – tertiary - mahi
- ▶ Tangihanga Grants
- ▶ Hardship Grants

**c) Operational activities that could be put in place:**

- ▶ Up to date list of beneficiaries and administration of the beneficiary role (talk to other entities such as Te Tumu Paeroa)
- ▶ Carry out a stakeholder mapping process (including key messages, actions and mitigation strategy)
- ▶ Review and implement where required new systems – having the correct systems in place for the trust
- ▶ Clarification on registration process
- ▶ Skilled and trained members to run the trust and caves

**d) Greater Rangatahi involvement:**

- ▶ Create a space/forum for Rangatahi
- ▶ Rangatahi committee established – can source external funding for this
- ▶ Rangatahi tour guiding competition such as Kapa Haka but for Tourism.
- ▶ Rangatahi Summit – grow youth participation
- ▶ Rangatahi programmes
- ▶ Employment opportunities – business partnership to establish opportunity for Rangatahi e.g. Ngai Tahī Tourism
- ▶ Succession Planning

**e) Kaumatua engagement:**

- ▶ Kaumatua committee to be established – can source external funding for this
- ▶ Setting up a variety of Kaumatua grants – Health, Travel, Heating Accommodation, Tangihanga

**f) RUHT census that provides a range of information including:**

- ▶ Skills and capabilities of members
- ▶ Degree of involvement with Marae and Te Reo Māori

- ▶ Trustees responsible for the whole whaanau
- ▶ 80% minimum attendance by trustees
- ▶ Election of Trustees - 5 year term with 2 term ma
- ▶ Set up sub-committees appropriate for the Trust
- ▶ Provide definition of who our beneficiaries are
- ▶ Process in place for beneficiaries to remove trus
- ▶ Election / Succession planning of Hapu Trust (Te Look at other trust as examples e.g. MMTB proc